

Recommended Reading on Management Topics

Seeing The World Through Different Lenses

The Tipping Point: How Little Thing Can Make a Big Difference, Malcolm Gladwell (Little, Brown & Co. 2000) Gladwell, a staff writer for the New Yorker, examines how social trends, ideas, and products emerge seemingly from nowhere and take hold. His examination of the epidemic-like behavior of new ideas and trends includes a sudden surge in the popularity of Hush Puppies shoes, teenage smoking, falling crime rates, and the success of Sesame Street. A quick read. Also provocative, fun, and influential among strategic thinkers at organizations such as Microsoft.

Complexity: The Emerging Science at the Edge of Disorder and Chaos, M. Mitchell Waldrop (Touchstone Books, 1992) Popular science, readable overview of complexity theory and the institutional evolution of the Santa Fe Institute. Since its founding in 1984, the Santa Fe Institute has convened an interdisciplinary group of brilliant, nonconformist (in their respective domains) intellectual leaders including Brian Arthur (economist), Stuart Kauffman (scientist), Christopher Langton (artificial life), John Holland (mathematician) and Murray Gell-Mann (physicist). This story concerns the evolution of "complexity theory" which could change the face of every science from biology to economics, organization science, management and, in our view, the very definition of sound analytic tradecraft. Highly recommended. ☕

The Web of Life: A New Scientific Understanding of Living Systems, Fritjof Capra, (Anchor Books, 1996). A good introduction to the rise of systems thinking and a cogent reminder of the need to view, and analyze, complex, highly integrated systems, such as political systems, the environment, and economies, as living systems. The book also provides a good overview of the work of key systems theorists, such as Ilya Prigogine, Francisco Varela and Humberto Maturana and sensitizes the reader to systems thinking in business literature.

The Age of Unreason, Charles Handy (Harvard Business School Press, 1990). For a beacon into the changing world of organizations, there was no rival (in our view) for most of the early 1990s to Charles Handy, former professor at the London School of Economics, oil executive, and economist. While his books are philosophical, poetic and weak on the practical "how to" side, they are powerhouses of insight about truly fundamental changes in the way organizations will work in the 21st century. His books provide the mental atmosphere—like the lighting and interior decor of a cozy reading room-- needed for learning to pay attention to the forces transforming business and the nature of work. We also recommend The Age of Paradox and The Age of Uncertainty by the same author.

Leadership

"Leading at the Edge: How Leaders Influence Complex Systems", Birute Regine and Roger Lewin, **Emergence: A Journal of Complexity Issues in Organizations and Management** (Vol. 2, Issue 2, 2000), Michael R. Lissack, ed. (Edited by contacts of ours at the Warwick School of Business, we recommend this article and journal for reflective leaders especially. The authors also have produced a highly acclaimed book which we haven't yet read called The Soul at Work: Listen...Respond...Let Go: Embracing Complexity Science for Business Success.) ☕

Leading Minds, Howard Gardner (Basic Books, 1996) Examines the leader-as-storyteller through case studies on Margaret Mead, Eleanor Roosevelt, George C. Marshall, Pope John XXIII and others, emphasizing how each had a story, an organization, and a choice between direct (more practical) and indirect (more reflective and often more enduring) leadership.

The Drama of Leadership: Artists, Craftsmen, and Technocrats and the Power Struggle That Shapes Organization and Societies, Patricia Pitcher (John Wiley & Sons, 1997). The author, Professor of Leadership Dean of the doctoral program in Canada's largest business school and formerly chief economist at the Toronto Stock Exchange, explains that there are *Artists* in management as well as *Craftsmen*, and the enemies of both art and craft, the *Technocrats* for whom "the technical side of an issue takes precedence over the social and human consequences." This book

is enormously insightful on the relations among these types of managers and how they affect organizational performance. Highly recommended.

The Power of the Powerless, Vaclav Havel et. al. (Palach Press, 1985)
Translated by Paul Wilson, this essay is the great Czech leader's best, in our view. Its focus on dissent in Communist eastern Europe—while certainly a sharply different context-- raises highly relevant questions and insights for the practice of nonconformity within bureaucracies. Havel, a playwright, is a storyteller-turned-politician whose official biography by John Keane was published this year (to mixed reviews). For more insight into Havel, read his own story in Disturbing the Peace (Vintage Books, 1990) and a collection of his speeches and writings since 1990 in The Art of the Impossible (Alfred A. Knopf, 1997).

Churchill on Leadership: Executive Success in the Face of Adversity, Steven F. Hayward (Forum, 1997) A compact, little-known book by a vice president of the Pacific Research Institute.... "On candor: "In the course of my life I have often had to eat my words, and I must confess that I have always found it a wholesome diet."

Knowledge Workers, Knowledge Economy

Post-Capitalist Society, Peter F. Drucker (HarperBusiness 1993) A clear treatment of the emergence of the "knowledge worker" and its implications for organizations, society, and the economic welfare of nations.

Intelligent Enterprise, James Brian Quinn, (The Free Press, 1992):
See especially Part 3 "Managing the Knowledge Based Service Enterprise")
One of the first books of the 1990s to make a compelling case for changes in management practices in a knowledge-based economy.

Future Perfect, Stanley M. Davis (Addison-Wesley 1987) One of the best books you could pick up, even today, if you are seeking an authoritative, easily comprehensible treatment of how technology is radically transforming how organizations will work. This book is without comparison in its identification of the importance of intangibles or "no matter" in the digital economy.

Blur: the speed of change in the connected economy, Stanley M. Davis and Christopher Meyer, (Addison-Wesley 1998). Speed, Connectivity and Intangibles combined create "Blur": a world in which it is less possible to distinguish between products and services, producers and customers, and the "inside" and "outside" of an organization. This book can be skimmed easily for its main ideas. Examines the implications of Blur for organizations, noting—as so many do these days—that we need to think about organizations as organisms, sensing, adapting, with permeable boundaries...

The Experience Economy, B. Joseph Pine, James H. Gilmore, (Harvard Business School Press, 1999) ☕

Digital Capital: Harnessing the Power of Business Webs Don Tapscott, David Ticoll, Alex Lowy (Harvard Business School Press, 2000)

Knowledge Management, Knowledge Sharing

Working Knowledge: How Organizations Manage What They Know, Thomas H. Davenport, Laurence Prusak (Harvard Business School Press, 1998, 2000)

Jumping the Curve, Nicholas Imparato and Oren Harari (Jossey-Bass Publishers, 1994, 1996) Excellent, prescient treatment of management implications of knowledge/intellect-based organization/ powerful development organization-as-brain metaphor. Should be at least thumbed-through by every senior manager.

The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations, Stephen Denning (Butterworth-Heinemann, 2000). Read the story of the World Bank's transformation from a change-resistant, hidebound organization into an acclaimed knowledge-sharing enterprise. Written by the head of the World Bank's Knowledge Management Program--a senior manager at the Bank for 30 years--this book is a story of how simple acts of "storytelling" galvanized knowledge-sharing at the World Bank. For more information on knowledge management, please see Steve's website at www.stevedenning.com.

Communities of Interest, Practice

Smart Business: How Knowledge Communities Can Revolutionize Your Company, Jim Botkin (The Free Press, 1999) Very compelling treatment of the value and power of knowledge communities at work, expanding on the imperatives for knowledge-sharing identified by so many other practitioners and consultants. Chapters include "Cultures That Question Are Cultures That Trust". ☕

Strategy, Innovation, Enterprise Management

The Innovator's Dilemma, Clayton Christensen (Harvard Business School Press, 1997) Quite possibly the most influential business book of the end of the 20th century, The Innovator's Dilemma and its identification of "disruptive technologies" as threatening to undermine even "well-managed" organizations have given a shared lexicon to those who've read it. This is a must-read book for all senior managers who will be able, after reading it, to identify "disruptive technologies" challenging their own businesses, including intelligence activities. One can also read the book metaphorically, introducing the notion of "disruptive technologies" in to geopolitical state - to-state and non-state actor-to-state relations. ☕☕

Competing for the Future, Gary Hamel and C. K. Prahalad (Harvard Business School Press, 1996). Still one of the best strategy books we've seen in the last 10 years, this book reminds us that "laggards follow the path of greatest familiarity [while] challengers follow the path of greatest opportunity...". Although recent Hamel work, such as Leading the Revolution, can be safely ignored (as a too-slick repackaging of many of the original ideas in Competing for the Future), this book has definitely influenced our thinking (and continues to be cited by business leaders as one of their top 10 favorites, according to *Business Week*). ☕

Adaptive Enterprise: Creating and Leading Sense-and-Respond Organizations, Stephen H. Haeckel, (Harvard Business School Press, 1999).

Serious Play: How the Best Companies Simulate to Innovate, Michael

Schrage ☕

The New New Thing: A Silicon Valley Story, by Michael Lewis (W.W. Norton & Company, 2000) We haven't read this one yet but are including it on this list because it's received high marks from senior executives worldwide asked by *BusinessWeek* to identify the best business books. Also a Global Business Network book-of the month selection. According to the inside flap, this book describes a vast paradigm shift in American culture away from conventional business models and definitions of success.

Control Your Destiny or Someone Else Will, Noel Tichy and Stratford Sherman, (HarperBusiness, 1993) Presenting the principles Jack Welch used in transforming General Electric.

Built to Last: Successful Habits of Visionary Companies, James C. Collins and Jerry I. Porras, (HarperBusiness, 1994). It's been a while since we read this but it is repeatedly recommended by many of our contacts, so we're including it on this list. Useful reminders of what shouldn't change in a successful company and how successful companies manage change.

Organizational Learning

The Living Company: Habits for survival in a turbulent business environment, Arie de Geus, (Harvard Business School Press, 1997). For a patient, careful reader, this book is likely to prove transformational. Arie de Geus, senior planner at Royal Dutch/Shell for nearly 40 years, is widely credited with originating the concept of the learning organization. This book combines systems thinking with insights into the limitations of human cognition and perception, all within the context of a "living" organization. In our view, this book will prove to be a classic at least in the world of business management literature and certainly is a fundamental treatment of tenets that will be central in emerging 21st century management science. It is also is relevant to anyone concerned with analytic tradecraft. ☕

The End of Bureaucracy and the Rise of the Intelligence Organization,
Gifford and Elizabeth Pinchot (Berrett-Koehler, 1994). "Knowledge management" before its time, this book identifies essentials of organizational intelligence including voluntary learning networks, democratic self-rule and limited corporate government. It is particularly strong for ideas of informal knowledge-sharing within organizations.



: For the really rushed, these are the best of the best.



: If you have no intention of reading anything on this list, read this.